



# **Pre-Proposal Conference & Site Visit**

**30 - 31 January, 1 February 2002**

**Alaska Land Civic Center**

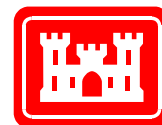
**2300 Airport Way, Fairbanks, Alaska**

**&**

**Fort Greely, Alaska**

**Ballistic Missile Defense System Test Bed**

**Validation of Operation Concept Facilities**



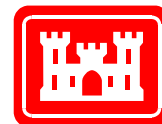
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# PURPOSE



- **To Notify Potential Offerors of RFP Requirements**
- **Receive Input From Potential Offerors of Impact of RFP Requirements (Questions)**
- **To Gain First Hand Knowledge of the Fort Greely Site**





# TEAM MEMBERS

- **USACE Huntsville Engineering & Support Center (USAESCH)**

- Jeff Coulston
- Steve Feldman
- Phil Loftis
- Ed Marrero
- John Romeo
- Suzanne Wear

- **USACE Alaska District (CEPOA)**

- LTC James Balocki
- Tricia Davies
- John Killoran
- Trish Opheen

- **Missile Defense Agency**

- LTC Jay Smith
- Martin Duke

- **Boeing**

- Scott Campbell
- Hermanski Paterson
- Rich Stepanian

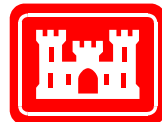




# CONFERENCE GROUND RULES



- **Provide All Questions in Writing**
  - Prospective Offerors (Primes & Subs) – Blue Forms
  - Other Participants (Non-Offerors) – Yellow Forms
- **Written Questions & Answers Provided In Amendment #1, to be Issued Wednesday, 6 Feb 02**
- **Remarks, Explanations & Verbal Responses Shall Not Qualify the Terms of the Solicitation**
- **Terms of the Solicitation Remain Unchanged Unless Amended in Writing**
- **Prospective Offerors Shall Review the Solicitation in Its Entirety, With Special Attention to Sections 00010, 00100, and 00800**
- **A Record of the Conference Will Be Posted on the USAESCH Homepage at:**  
**<http://www.hnd.usace.army.mil/EBS/ASP/ViewSolicitation.asp?ID=45>**
- **Reminder – All Please Sign-In**



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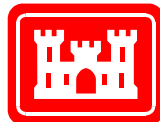


# AGENDA

## 30 JANUARY 2002



- **Wednesday, 30 Jan 02**
  - **Introduction: Purpose, Introductions, Ground Rules, Agenda**
  - **Program Overview**
  - **Discussion of What Government Provides Offerors**
  - **Small Business Opportunities**
  - **Facility Commissioning Presentation**
  - **Submittal Requirements, Evaluation Factors, Acquisition Schedule, Oral Presentation, EVMS Requirements, Award Fee Plan**
  - **Logistics of Site Visit, Registration, Map, Q&A Forms, Register for Primes One-on-One Sessions**





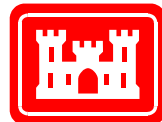
# AGENDA

## 31 JANUARY 2002



- **Thursday, 31 Jan 02**
  - **Assemble at Alaska Land Civic Center for Bus Ride**
    - **Can Drive Own Vehicle If So Desire**
  - **Buses Depart for Buffalo Diner, Delta Junction at 1000**
  - **Lunch, Delta Junction**
  - **Bus Departs Buffalo Diner, Delta Junction at 1330**
    - **Must Ride Bus for Site Visit**
  - **Bus Tour of Site at Ft Greely**
  - **Return to Buffalo Diner**
  - **Return to Fairbanks**

**All Times Alaska Standard Time**



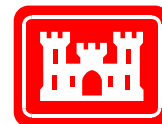


# AGENDA

## 1 FEBRUARY 2002



- **Friday, 1 Feb 02**
  - **Answer Questions Received to Date and Receive Additional Questions in Writing**
  - **Questions and Answers**
  - **Potential Offerors (Primes Only) One-on-One Sessions**

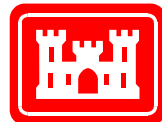




# POTENTIAL OFFERORS ONE-ON-ONE SESSIONS



- **Opportunity for Government to Listen to Potential Offerors Concerns**
- **Improve Understanding of Government Requirements & Industry Capability**
- **Consistent With FAR Guidance on Exchanges With Industry**
- **Sessions Will Be Recorded**
- **Ground Rules:**
  - **All Exchanges Will Be Recorded on Audio Tape.**
  - **IAW FAR 15.201(f), the Government Will Assure That Information Provided in One-on-one Sessions.**
    - **Will Not Create an Unfair Competitive Advantage (Information Necessary for the Preparation of Proposals Will Be Provided in Amendment 01); And**
    - **Will NOT Disclose Potential Offeror's Confidential Business Strategy**



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# Ground-Based Midcourse Defense (GMD) Joint Program Office

## GMD Program Overview



30 January 2002

LTC Jay Smith



# PROGRAM GUIDANCE

## ***GMD Mission***

**Develop and Deploy (On Order) the Capability to Defeat Ballistic Missile Threats in the Midcourse Phase of Flight.**

### ***Specified Tasks:***

- Integrate into BMDS
- Block Approach
- Robust, Realistic Testing

### ***Implied Tasks:***

- Comprehensive Risk Reduction
- Focus on Reliability
- Quality Management

## ***Specific Direction***

- ***Build Test Bed NLT 30 September 04***
  - **To Verify and Build Confidence in System Performance**
  - **To Establish Infrastructure and Capability for Operationally Realistic Testing**
- **Continue Robust Development Program to Mature GMD Technologies**
- **Periodically Propose Production Alternatives Based Upon Results**

**GMD Program Strategy, January 15, 2002**



# LAYERED BALLISTIC MISSILE DEFENSE



## *Multiple Engagement*

- Boost Phase
- Midcourse
- Terminal

## *Land, Sea, Air, and Space-Based*

- GMD
- PAC-3
- THAAD
- ARROW
- MEADS
- Navy Air/Sea-Based
- Strike Fighter
- Airborne Laser
- Space-Based Laser

## *Single Integrated Sensor Suite with Battle Management Command and Control*

- Defense Satellite Program
- SBIRS
- RAMOS

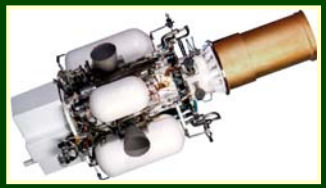


# GMD SYSTEM ELEMENTS

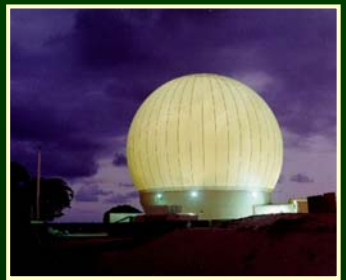
*Defense Support Program/Space-Based Infrared System High Component*



*Kill Vehicle*



*X Band Radar*



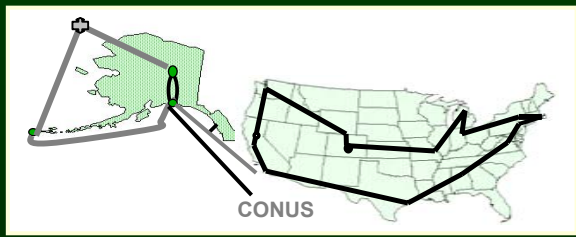
*Space-Based Infrared System/Low Component*



*Battle Management / Command, Control*



*Communications Net*



*Early Warning Radars*

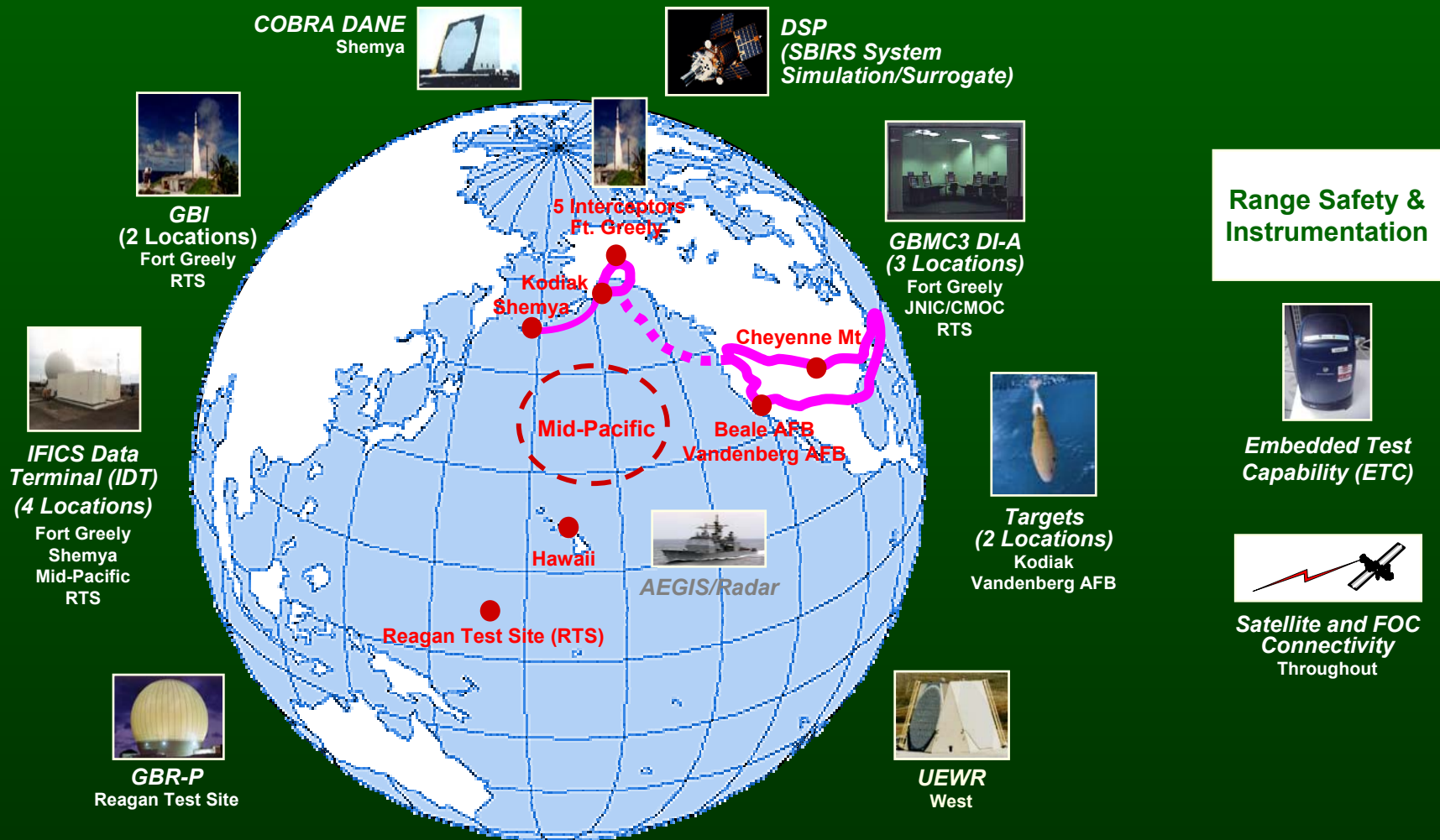


*Interceptor*





# BLOCK 2004 TEST BED



**THE BMDS BACKBONE**



# BLOCK 2004 TEST BED GMD CAPABILITIES

What Is It?	A Test Capability. A Contingency Capability, When Directed
System Capability	Limited Protection of the US From a Few ICBMs With Simple Countermeasures
Test Capability	Test Bed Using Initial Developmental Hardware and Software Assets
Provides	<ul style="list-style-type: none"><li>• Adds Realism to Test and Evaluation:<ul style="list-style-type: none"><li>• Geographically Dispersed Operational Environment</li><li>• Operationally Representative Environment to Check Out System/Component HW/SW Integration</li></ul></li><li>• Supports Full Spectrum of Testing to Demonstrate System Performance Including MSEs</li><li>• Enables Distributed Integrated Ground Testing</li><li>• Deploys An Initial GBMC3<ul style="list-style-type: none"><li>• Comms (CONUS &amp; AK Rings, SATCOM to Shemya, Ft. Greely and IDTs)</li><li>• BMC2 Nodes (Greely &amp; JNIC/CMOC)</li><li>• IDTs (RTS, Greely, Shemya, &amp; Mid-Pacific)</li></ul></li><li>• Provides Common Test Infrastructure for Ground- and Sea-Based Elements</li><li>• Expandable to Boost and Terminal Segments</li><li>• Proof of Construction, Transportation, Site Activation, and Validated Logistics</li></ul>



# Site Activation Command

- **SAC Site Manager**
  - In-charge on Site – Reports to Director, SAC
  - USACE Executes Construction for GMD
  - Monitor On-site Execution of USACE and Boeing
- **Coordinates with Host Installation and Community**
- **Single Interface with GMD Program Office**



## INFORMATION CONDUIT

- Develop & Sustain Viable Command Information Program
- Sources
  - Newspapers
  - Radio & TV
  - Civic Groups
  - Professional Associations
  - Chambers of Commerce
  - State & Local Government
  - Town Hall Meetings

**Inform & Involve  
the Public**





# SUMMARY

- **GMD Program Responds to National Priorities**
  - Balances System Maturity and Urgency
  - Provides Emergency Capability
- **The GMD Program Has Made Significant Progress Toward Demonstrating Technical Feasibility**
- **The Block 2004 Test Bed is Highest Priority**

***GMD PROGRAM DEVELOPMENT/TESTING CONTINUING TO  
DEMONSTRATE SYSTEM CAPABILITY***



# PROVIDED WITH RFP



- **Technical Descriptions of Each Facility**
- **Technical Specifications**
- **Detailed Drawings of Typical Facilities**
  - Entry Control Facility
  - Water Supply Bldg
  - Interceptor Storage Facility
- **Quantity Take-Offs**





# SCHEDULE FOR DESIGN COMPLETION



- **Final Designs Complete Prior to 12 Apr 02**
  - Readiness & Control Facility
  - Water Supply Bldg
  - Entry Control
  - Interceptor Storage Fac
  - Substation
  - Perimeter Fence
- **Final Designs Available On 17 Jun 02**
  - Site & Utility Infrastructure for Core Area
  - IDT Designs (Ft. Greely & Eareckson AS)
- **Final Designs Available On 7 Aug 02**
  - Missile Assembly Bldg
  - Utility Bldg
  - EKV Assembly & Checkout Fac
  - EKV Fuel & Oxidizer Storage Facs
  - Site & Utilities Design
  - DSCS Designs (Ft. Greely & Eareckson AS)

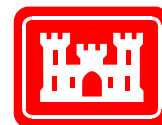


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## Contracting Specifics

**Ms Patricia Davies**  
**Contracting Officer**  
**USACE, Alaska District**





# SMALL BUSINESS OPPORTUNITIES

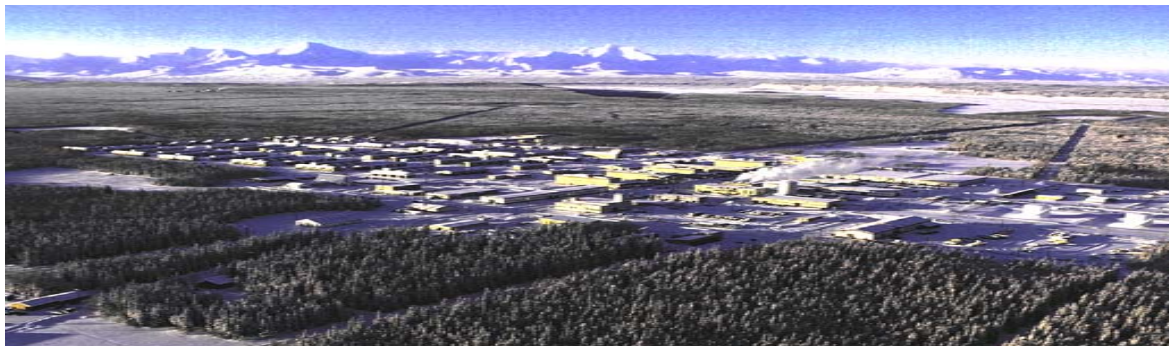


- **Small Business Subcontracting Plan Required from All Large Business**
- **Evaluated Using AFARS Appendix DD**
- **Proposed Usage – Evaluated**
- **Specific Targets Identified – Section 00800, Paragraph 13**
  - **61.4% SB**
  - **9.1 % SDB**
  - **5% WO**
  - **3% DVB**

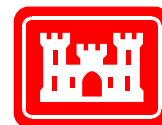




# HIRING REQUIREMENTS



- **DoD Authorization Act Requires Construction Contractor to Hire Alaska Residents Who have or can Expeditiously Attain the Required Skills**
- **Outlined in DoD Federal Acquisition Regulations Supplement, Part 222.7003 and the Clause in DFARS 252.222-7000**



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# BMDSTB VOC CONTRACTS OPPORTUNITIES AT FORT GREELY

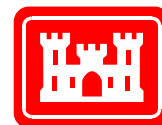


Contract For	Status	Point of Contact
<ul style="list-style-type: none"><li>• Site Preparation</li></ul>	<ul style="list-style-type: none"><li>• Awarded</li></ul>	<ul style="list-style-type: none"><li>• AGLAG Construction Enterprises Anchorage, AK, Mr. Rex A. Rock, Sr. - President</li><li>• USACE, Alaska District Ms. Madonna Southcott – Chief Contracting Division</li></ul>
<ul style="list-style-type: none"><li>• Facilities</li></ul>	<ul style="list-style-type: none"><li>• Not Awarded</li></ul>	<ul style="list-style-type: none"><li>• USACE, Huntsville Center Mr. Ed Marrero – Contracting Officer</li></ul>
<ul style="list-style-type: none"><li>• Development of MDS Including Fort Greely Missile Field</li></ul>	<ul style="list-style-type: none"><li>• Awarded</li></ul>	<ul style="list-style-type: none"><li>• The Boeing Company Ms. Pamela A. McInerney, Director BMDS Contracts and Pricing</li><li>• Department of Defense Mr. Marc Lesser – Contracting Officer</li></ul>



# Facility Commissioning Presentation

Richard Stepanian  
30 Jan, 2002

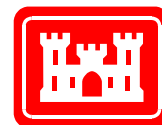






# What Is Facility Commissioning?

**Systematic process of assuring by verification and documentation, from the Design Phase to a minimum of one year after construction completion, that all building facility systems perform interactively in accordance with the design documentation and intent, and in accordance with the owner's operational needs, including preparation of Facilities Operation and Maintenance personnel.**





# Facility Commissioning Documentation



- **Specification Section 01660 COMMISSIONING**
  - Facility Pre-Functional Checklists (PFC) (Examples included)
  - Facility Functional Performance Test (FPT) Procedures (Examples Included)
  - Corrective Action Report (CAR)
- **Specification Section 01770 Operations and Maintenance Data**
  - Facilities O&M Training Plan and Materials
- **Above Specifications are included in Division 1 Document**





# Commissioning Process



Facility Commissioning includes:

- **DESIGN / DRAWING REVIEW**
- **DOCUMENTATION DEVELOPMENT**
- **INSTALLATION CHECKLISTS**
- **O&M TRAINING**
- **SYSTEM PERFORMANCE TESTING**





# Systems to be Commissioned



- HVAC Systems
- Electrical/UPS/Power Distribution
- Plumbing Systems
- Security (Physical)
- Monitors/Controls/Alarms
- Fire Detection and Fire Protection
- HEMP
- Communications System (Non-Tactical)
- Other





# Commissioning Team Members



**Owner**

**Joint Program Office**

**Commissioning Authority**

**Prime - Boeing  
(assisted by Sebesta Blomberg)**

**Construction Manager**

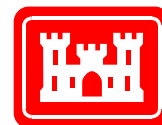
**Alaska District Corps of Engineers**

**Design Professionals**

**Corps of Engineers /  
Black and Veatch**

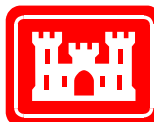
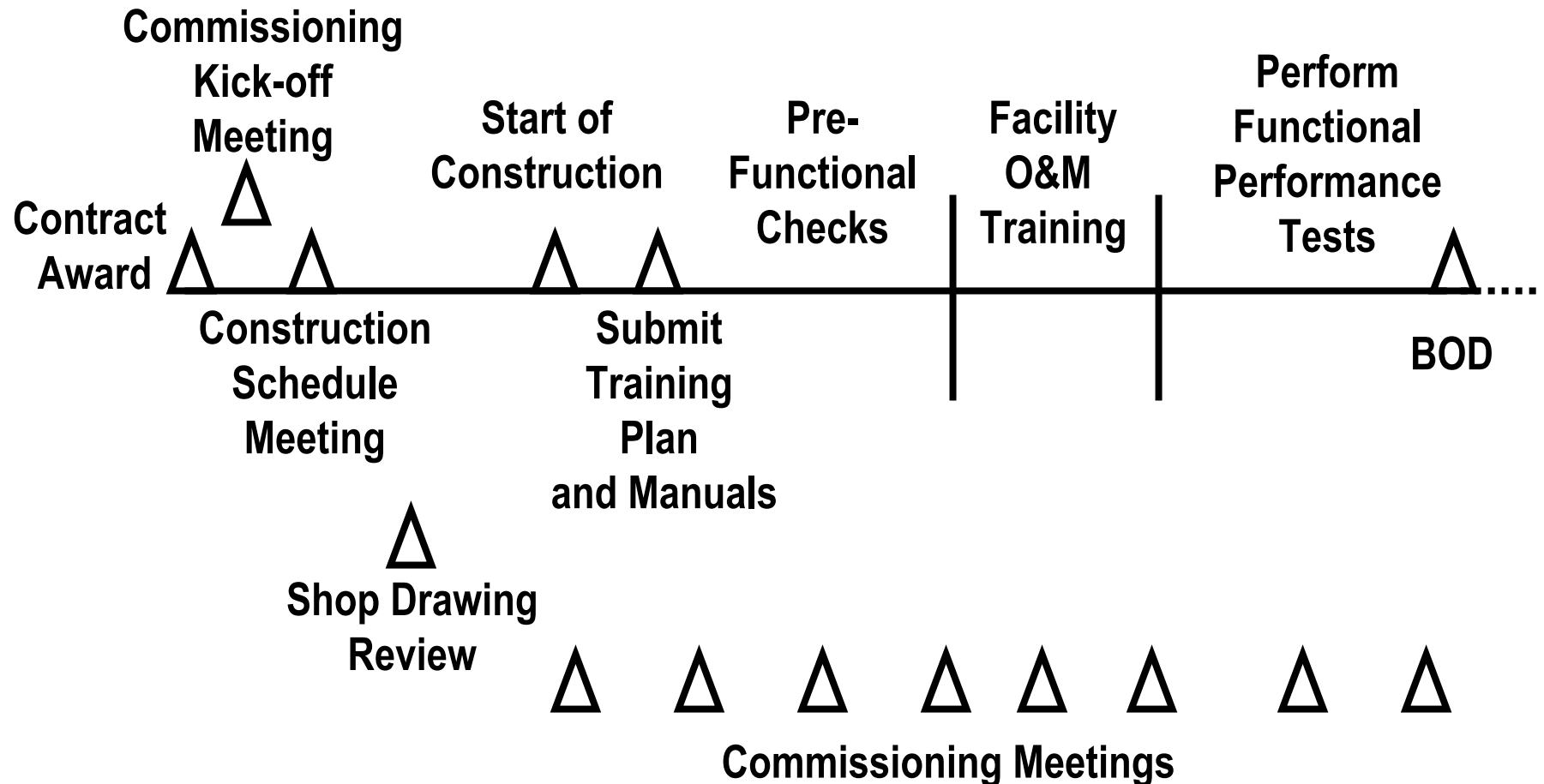
**Installation Contractors**

**To Be Determined based on  
Contract Award**





# Standard Construction Phase Timeline with Commissioning





# Construction Phase Summary

- **Commissioning Kickoff Meeting (All)**
- **Incorporate Commissioning Activities/Milestones into Construction Schedule (Construction Manager (USACE))**
- **Participate in Regularly Held Commissioning Meetings (All)**
- **Submit Preliminary Facility O&M Manuals and Training Plans (Contractor)**
- **Shop Drawing Review and Approval (Contractor, USACE, Prime)**
- **Update and Review Final Pre-Functional Checklists and Functional Performance Test Procedures (Prime/USACE/Contractor)**
- **Complete and Submit Facility Pre-Functional Checklists and Test Data (Contractor/USACE/Prime)**
- **Perform Training of Operations and Maintenance Personnel (Contractor/USACE/Prime)**
- **Perform Facility Functional Performance Testing (Contractor/USACE/Prime)**

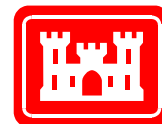




# Warranty Phase Summary

## Post BOD

- Perform Deferred Facility Performance Testing (seasonal ...) (Contractor/USACE/Prime)







# **U.S. Army Engineering & Support Center Huntsville**

**30 - 31 January, 1 February 2002**

**Alaska Land Civic Center**

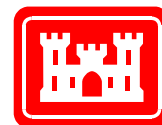
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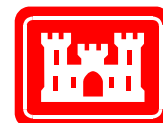
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# SUBMITTAL REQUIREMENTS



- **Section 00100 – Instructions**
- **Due Date – All Volumes – 26 Feb 02, 1400 Hours (CST)**
- **Vol I      Oral Presentation Slides      11 Copies**
- **Vol II      Cost/Price Volume      5 Copies**
- **Vol III      Small Business Volume      11 Copies**
- **Vol IV      Other Proposal Documents      11 Copies**
- **Vol V      Subcontract Consent      1 Original**  
**Request**

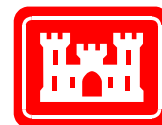




# EVALUATION FACTORS



- **Section 00100**
- **Adjectivally Rated Factors**
- **Definitions Stated**
- **Evaluation Criteria**
  - **Management**
  - **Technical**
  - **Experience**
  - **Past Performance**
  - **Small Business Participation**
  - **Cost/Price – Not Scored (Best Value)**



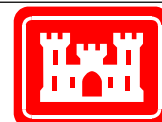


# USACE BMDSTB Acquisition Schedule



ID	Task Name	Duration	Start	Finish	Qtr 2, 2002			Qtr 3, 2002		
					Jan	Feb	Mar	Apr	May	Jun
1	<b>Federal Business Opportunities Announcement Period</b>	<b>15 edays *</b>	<b>12 Jan '02</b>	<b>27 Jan '02</b>						
2	<b>Issue RFP</b>	<b>0 days</b>	<b>27 Jan '02</b>	<b>27 Jan '02</b>						
3	<b>Preproposal Conference/Site Visit</b>	<b>3 days</b>	<b>30 Jan '02</b>	<b>01 Feb '02</b>						
4	<b>Proposals Due</b>	<b>30 edays *</b>	<b>27 Jan '02</b>	<b>26 Feb '02</b>						
5	<b>Oral Presentations</b>	<b>8 edays</b>	<b>04 Mar '02</b>	<b>12 Mar '02</b>						
6	<b>SSEB Evaluation</b>	<b>27 days</b>	<b>27 Feb '02</b>	<b>04 Apr '02</b>						
7	<b>SSA Selection</b>	<b>0 days</b>	<b>05 Apr '02</b>	<b>05 Apr '02</b>						
8	<b>Receive Construction Funds</b>	<b>0 days</b>	<b>05 Apr '02</b>	<b>05 Apr '02</b>						
9	<b>Brief to System Program Director</b>	<b>0 days</b>	<b>09 Apr '02</b>	<b>09 Apr '02</b>						
10	<b>Congressional Notification to Award (incl FAR notice)</b>	<b>21 edays *</b>	<b>21 Mar '02</b>	<b>11 Apr '02</b>						
11	<b>GMD Issue Authority to Award</b>	<b>0 days</b>	<b>11 Apr '02</b>	<b>11 Apr '02</b>						
12	<b>Award</b>	<b>0 days</b>	<b>12 Apr '02</b>	<b>12 Apr '02</b>						
13	<b>Issue NTP</b>	<b>0 days</b>	<b>19 Apr '02</b>	<b>19 Apr '02</b>						
14	<b>Mobilization &amp; Start Construction</b>	<b>45 days</b>	<b>22 Apr '02</b>	<b>21 Jun '02</b>						2

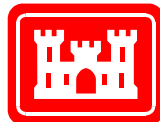
\* edays = Calendar days





# ORAL PRESENTATIONS

- **Section 00100**
- **Covers Factor 1 - Management**  
**Factor 2 - Technical**
- **Specific in Defining Approach**
- **Present Qualifications in Management**
  - **Technical**
  - **Offerors Bring Own Equipment (Except Screen)**
  - **Four Representatives (Max)**
  - **Allotted Four Hours For Presentation**
  - **Questions & Answer Session – NTE Two Hours**
  - **Focus On Understanding of the Solicitation**



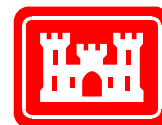
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# EVMS REQUIREMENTS



- Covered in Management Factor
- Part of Oral Presentations
- IMP/IMS – Equally Important
- DFARS 252.234-7000





# AWARD FEE PLAN

- **Section 00800, Attachment 3**
- **FDO – BG John W. Holly**
- **Award Fee – 15 %**
  - Initial Evaluation Period 3 Months
  - EVMS Critical – First 6 Months
  - Contract Mod – 30 Days from FDO Decision
- **Categories of Performance**
  - Schedule Control
  - Cost Control
  - Management
  - Technical Quality
  - Safety

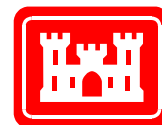


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## TIPS FOR OFFERORS

**Steve Feldman**  
**Office of Council**  
**USACE, Huntsville**







# TIPS FOR OFFERORS

- Offerors should carefully analyze all sections of the solicitation. In particular, prospective offerors should thoroughly review the proposal preparation instructions and evaluation criteria in Section 00100, Parts A and B.
- The RFP contains numerous "flow down" clauses, that is, the prime contractor must insert specific clauses in covered subcontracts. Offerors should carefully examine all clauses in Section 00700 to ensure that the applicable clauses are flowed down to subcontractors.
- For some subcontracts, and where the contractor does not contain an approved purchasing system, the government requires that the Contracting Officer give consent to the prime contractor before entering the agreement. See FAR 52.244-2.
- There is a non-disclosure agreement with several contractor consultants. See Section 00100, Part B, para. 1.0. If these agreements are not properly executed, the failure to do so could delay the evaluation of your proposal.
- The government recognizes that offerors may wish to employ Alaska Native Corporations or Alaska Native owned concerns as subcontractors. Section 00100, Part A, para. 4.0, gives clear guidance on the agency's goals for small business participation, and para. 4.2.1 advises offerors to explain specifically the regulatory theory for each small disadvantaged business concern for which it seeks credit.



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# TIPS FOR OFFERORS

- **Section 00800, para. 30.0 offers guidance on pass through costs. Cost proposals must ensure that they are consistent with this instruction.**
- **The offer guarantee must meet all requirements. See SF 1442, block 13.B; FAR 52.228-1.**
- **The agency is planning on making award on initial proposals. See FAR 52.215-1(f)(4). Offerors should assume that award will occur on that basis, without negotiations or proposal revisions, and provide their best submission on the first round.**
- **The government will be doing performance evaluations after award, IAW Army Federal Acquisition Regulation Supplement subpart 5142.1502-90. This process is in addition to the award fee procedure.**
- **There are restrictions on the use of foreign construction material, as described in FAR 52.225-11 and FAR 52.225-12.**
- **Offerors should note the coverage on use of overtime. See FAR 52.222-2, FAR 52.222-4, and Section 00800, para. 16.0.**
- **The contractor will be collecting information covered by the Privacy Act. See FAR 52.224-1 and FAR 52.224-2. Offerors should review these FAR terms to ensure that they understand their obligations.**



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# TIPS FOR OFFERORS

- This contract is a "rated" contract under FAR 52.211-15. Offerors should consult FAR subpart 11.6 and 15 Code of Federal Regulations Part 700 for their responsibilities under such contracts.
- In general, it would be a sound proposal strategy to provide emphasis to those aspects of the oral presentations/proposals commensurate with the weight of those factors in the evaluation scheme. For example, EVMS (Earned Value Management Systems) is tied for the most important subfactor under the most important evaluation factor, which is management.
- Offerors should follow closely the instructions on letters of commitment for covered subcontractors and key personnel. See Section 00800, Part A, para. 3.1.
- Forms for project experience, resumes, and owner survey forms should be correctly and completely filled out. Where a narrative discussion is indicated, offerors should fully address.
- The Corps has the right to incorporate in the contract part, all or none of the oral presentation, as stated in Section 00800, Part A, para. 2.4. Offerors should prepare their presentations on the expectation that they could become part of the contract without negotiations. Similar guidance exists on the incorporation of the written proposal information. See para. 2.4.



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# TIPS FOR OFFERORS

- **Cost realism is an essential aspect of the cost evaluation. Offerors should carefully scrutinize their offers to ensure that the government will be able to conduct a complete cost analysis.**
- **A requirement exists for a full time resident contractor senior officer(s), per FAR 52.236-19(b), with limited exceptions. Proposals not complying with this clause could be unacceptable for award.**
- **Offerors should understand the workings of FAR 52.232-27 on prompt payment and FAR 52.232-33 on electronic payment.**
- **If the offeror is a joint venture, the signature on the contract must comply with FAR 4.102(d). We recommend that proposals be signed in a similar manner, if there are any joint ventures that will be proposing.**
- **During proposal preparation, if the offeror is unclear on an issue, the offeror should pose a question as timely as possible to the contract specialist. Assumptions on important issues could prove incorrect, to the offeror's detriment.**
- **If discussions are held, the offeror should be as responsive as possible in answering the agency's concerns. Usually, it is not a sound approach to leave the offer unchanged in an area where the agency requests revisions.**

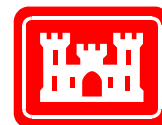


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## SITE PREPARATION AT FORT GREELY

**Ms Patricia Opheen**  
**Project Manager**  
**USACE, Alaska District**





# SITE PREPARATION AT FORT GREELY

- Prepares Site for Subsequent Final Facility Construction

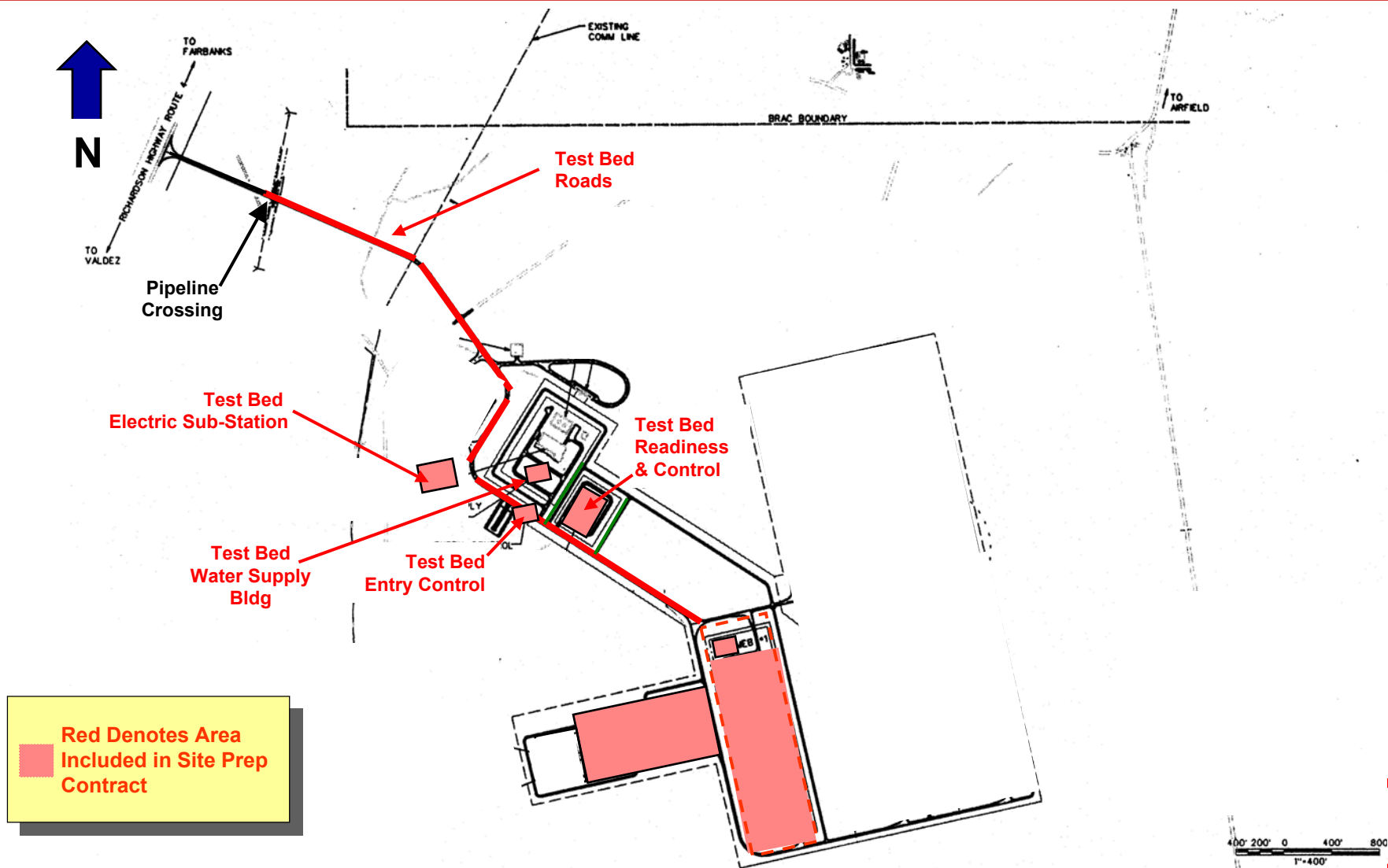
- Clear Trees and Debris from Site Area
- Main Access Road
- Install and Develop Two Water Wells
- Prepare Facility Sites for Proper Drainage
  - Missile Field #1
  - Readiness and Control Building
  - Entry Control Facility
  - Missile Assembly Building
  - Hypergolic and Oxidizer Fuel Storage
  - Electrical Substation
  - Two Interceptor Storage Igloos



***The Site Preparation Effort Includes Cut, Fill, Grading and Earthwork Operations to the Top of Sub-Base for All Vehicle Traffic Areas, and the Building Footprints Graded for Proper Drainage***



# SITE PREPARATION LAYOUT FORT GREELY



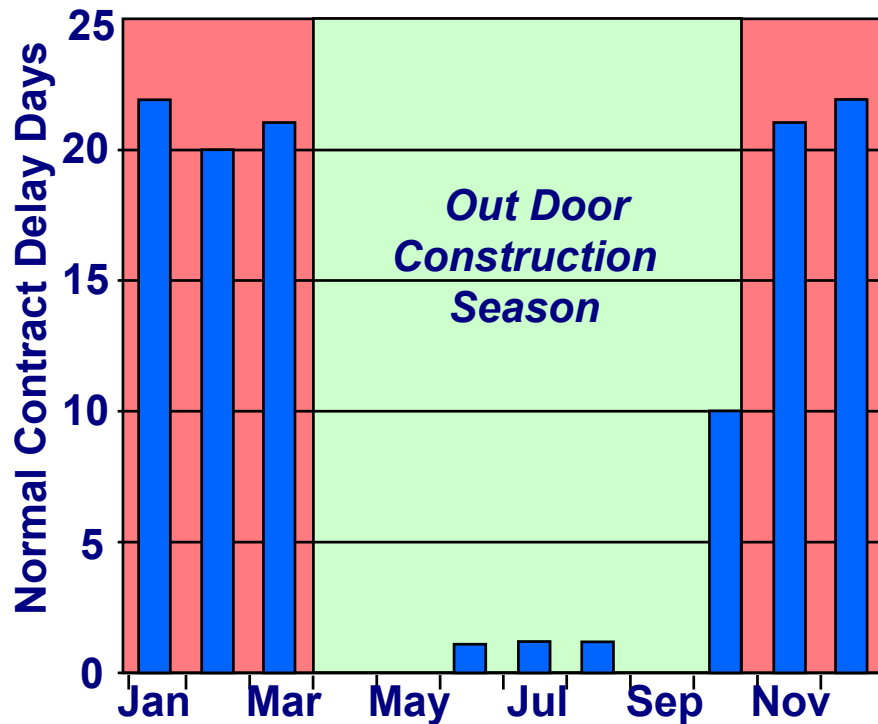




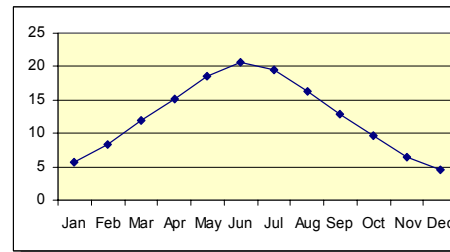
# CONSTRUCTION CHALLENGES AT FORT GREELY



## Bitter Cold Shortens Construction Season



## Hours of Daylight



- *Program Schedules Built Around Working Through Adverse Weather Conditions, No Weather Delay Days*
- *Maximize Component Prefabrication*

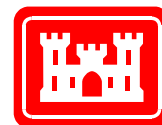






## LOGISTICS OF SITE VISIT

**John Romeo**  
**Project Manager**  
**USACE, Huntsville Center**





# LOGISTICS OF SITE VISIT

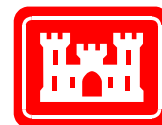
- **Must Register**
- **Assemble Here, Alaska Land Civic Center, Thursday Morning for Bus Ride**
  - **Can Drive Your Own Vehicle to Delta Junction**
- **Bus Departs Alaska Land at 1000**
- **Bus Stops at Buffalo Diner, Delta Junction for Lunch**
- **Can Meet the Bus at Buffalo Diner, Delta Junction if You So Desire**
- **Bus Departs Buffalo Diner at 1330**
- **Must Ride Bus on Ft Greely Site Visit**
- **Bus Returns to Buffalo Diner to Drop off Those That Drove**
- **Bus Returns to Civic Center, Fairbanks**



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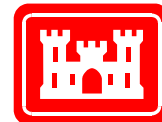
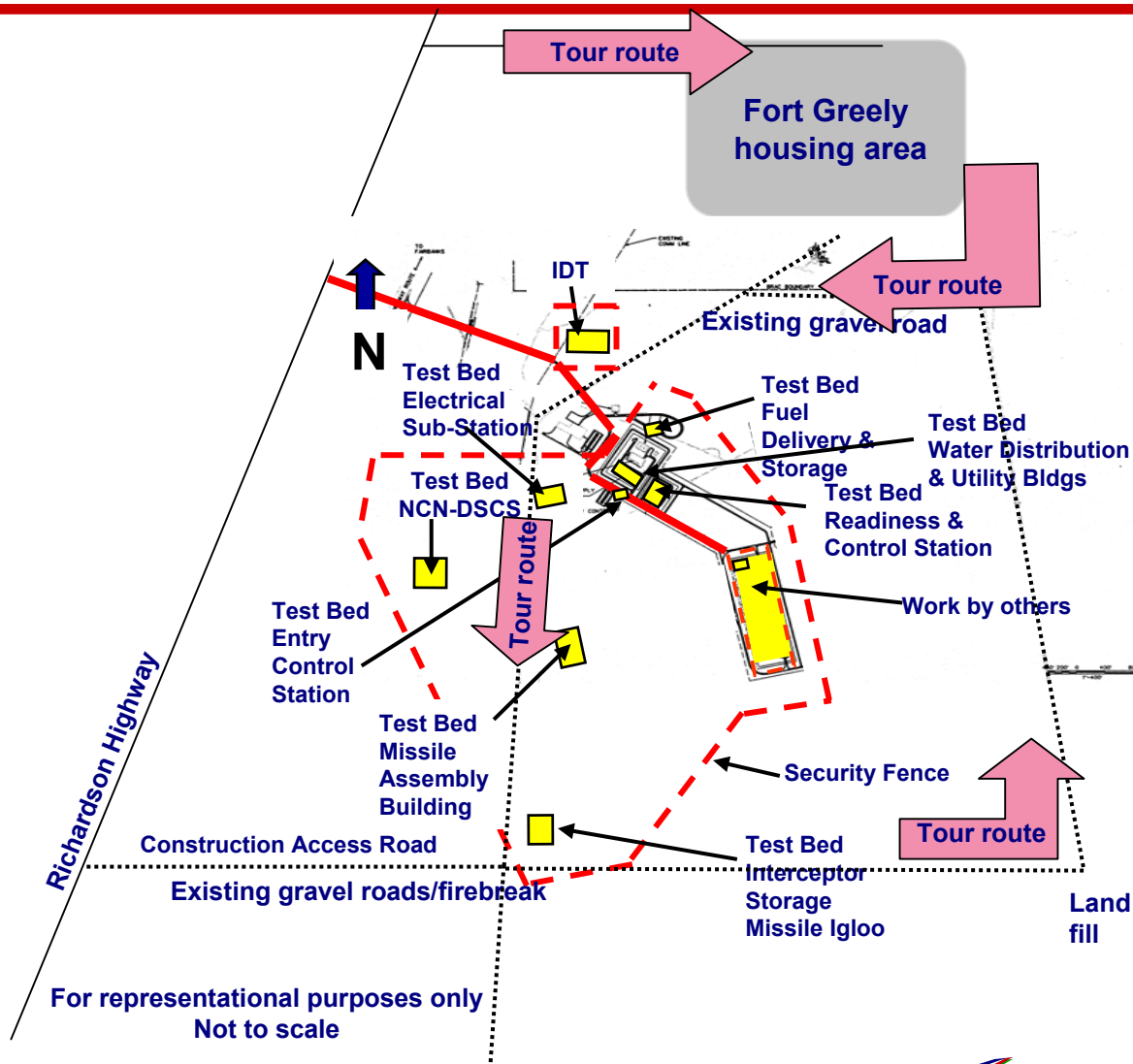
# Map to Delta Junction & Ft Greely







# SITE VISIT



**Forging America's Shield**



- **Registration for Site Visit**
- **Question & Answer Forms**
  - **RFP**
  - **Technical**
  - **Doing Work at Fort Greely & Eareckson Air Station**
- **Registration for One-on-One Sessions**

